



**DEPARTMENT OF THE ARMY**  
**U.S. ARMY ENLISTED RECORDS AND EVALUATIONS CENTER**  
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**INDIANAPOLIS, INDIANA 46249-5301**

REPLY TO  
ATTENTION OF:

AHRC-EB

22 June 2006

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine  
Command: ATTG-P, 5 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, U.S. Army Quartermaster Center, Fort Lee, VA 23801

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPD-PD, 6 June 2006, subject:  
Memorandum of Instruction for the FY06 CSM/SGM/SMC Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 92 submits this Review and Analysis to assist you in executing your duties as proponent for this CMF.
3. Competence assessment of Promotion Zone.
  - a. Performance and potential
    - (1) Weaknesses.
      - (a) Use of common phrases to characterize performance and potential were not helpful in identifying top performers (i.e. "promote now", "must promote", "ahead of peers").
      - (b) Use of senior raters experience as a comparative factor ("best NCO I have seen in my 13 years of service") did not carry substantial weight unless the senior rater had greater than 20 years in service.
      - (c) Recommendations of positions within grade for the rated NCO tend to indicate a need for that NCO to gain more experience in grade.
      - (d) Use of the terminology "groom this NCO for CSM", again this is an indicator the NCO is not yet ready for promotion.

AHRC-EB

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

(e) Recommendation for SGM only appears to be an indicator from the senior rater that the NCO lacks the leadership attributes expected of a CSM, therefore bringing his/her overall promotion potential in doubt.

(f) Use of percentages to quantify an NCO rather than specific ranking (i.e. “top 10% of the 12 MSGs in this unit” – just say #1 of 12).

(2) Strengths.

(a) Senior raters who clearly quantified an NCOs standing in the unit (“best of 5 First Sergeants”).

(b) Senior rater comments that clearly articulated their passion for the rated NCO (“must immediately promote this NCO to CSM and put with troops!”).

b. Utilization and assignments.

(1) While leadership positions within CMF 92 are limited for MSGs, panel members recognize that the best NCOs will seek out and be selected for those positions both within the CMF and in other units.

(2) Those most favorably considered for promotion to CSM have sought out 1SG and SGM/CSM positions and performed well...time and time again.

c. Training and Education.

(1) Senior NCOs are generally expected to have some college education. Those who have earned degrees (AA, BA, MA) while still performing well in leadership positions clearly demonstrated a greater desire and ability to advance.

(2) Senior NCOs were also considered more favorably when they showed a pattern of regularly pursuing training opportunities (Battle Staff, 1SG Course, Jumpmaster, Ranger, etc.) throughout their careers. This demonstrates ambition and is an indicator of a well-rounded and flexible leader.

d. Physical Fitness.

(1) Many of our senior NCOs continue to achieve outstanding scores in physical fitness. A bullet comment addressing the PT score or award of the Fitness Badge is a must.

AHRC-EB

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

(2) Failing to address the fitness badge or the PT test score on the NCOER was not favorable.

(3) Reports revealed that Soldiers did not meet requirements in accordance with AR 600-9; height increased as weight increased.

e. Overall career management. Senior NCOs in CMF 92 continue to have the opportunity to serve at all levels in the Army and across DoD. Those who are considered most favorably for promotion and selection continue to seek the tough jobs and serve as leaders in CONUS and OCONUS.

#### 4. CMF structure and career progression assessment.

a. MOS Compatibility within the CMF. All NCOs in the CMF have the ability to gain a broad base of experience within the branch and have taken full advantage of the opportunities for key leadership positions.

b. Suitability of standards of grade and structure. The standards of grade are comparable to those in other combat and combat support CMFs. They are readily understood by others outside of CMF 92. During transformation of the Quartermaster Corps and the Army, it is critical that duty positions be clearly defined in terms that are common to the army, especially for leadership positions (i.e. Platoon SGT, 1SG, Detachment NCOIC, Senior Enlisted Advisor, NCOIC).

c. Assignment and promotion opportunity. As previously articulated, the opportunities within the CMF exist for all senior NCOs to seek leadership positions. Those NCOs who have served well in those positions are generally considered more favorably and most qualified for advancement.

d. Overall health of the CMF. With such a robust CMF, key leaders must manage senior NCOs closely to ensure they have every opportunity for developmental training and leadership experience to make them competitive for promotion. Senior branch leadership must not allow NCOs to remain in staff positions that do not provide them with the same opportunities.

#### 5. Recommendations.

a. Competence. Ensure raters and senior raters quantify and substantiate ratings on the NCOER. Over-inflated ratings leave the selection panel to determine the NCOs true performance, when it should be clearly articulated. Several reports we reviewed clearly reflected violations of ethics (Army Values), yet they received a success in leadership (call a spade a spade).

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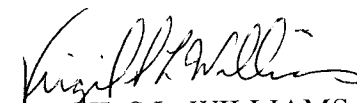
SUBJECT: Career Management Field (CMF) 92 Review and Analysis

b. CMF Structure and Career Progression. As the Quartermaster Corps transforms, the Corps must ensure the opportunities are available for senior NCOs to gain a variety of training, development, leadership positions, and experience.

6. CMF Proponent Packets.

a. Overall Quality. The proponenty packets provided were adequate.

b. Recommended improvements. In addition to the generalities covered in the CMF packet provided by the personnel proponenty and CSM of the regiment, additional clarification should be included to further discuss less widely known, but nonetheless critical and high visibility, positions within the branch. Also, the proponenty CMF 92 career pattern has led the board panel to believe the 92 F, G, M, R, S and Z would compete for 00Z equally however, that is not the case. Recommend the Quartermaster Corps confer with the Army G-1 to consider all 92 series across the board to compete equally for CSM, (i.e. 92 F, G, M, R, S and Z similar to the Medical Corps). As a result, future panels will select the best qualified Quartermaster Soldier for CSM across the entire CMF.

  
VIRGIL S.L. WILLIAMS  
COL, QM  
Panel Chief